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COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF PERSONNEL ADMINISTRATION

FISCAL YEARS 1987-88 ANNUAL REPORT:
HUMAN RESOURCE MANAGEMENT INNOVATION AND OUTREACH

INTRODUCTION

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OUTREACH

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- o How can the Department develop and implement all personnel programs and strategies that will enable the Commonwealth to meet the needs of the state workforce, while controlling costs?
- o How can Massachusetts state government provide state of the art programs for state employees that will enable the Commonwealth to attract and retain a qualified workforce?
- o How can the Department continue to ensure that agencies and municipalities acquire enhanced personnel management capacity while adhering to merit principles, affirmative action goals and achieving constant decrease?

The Fiscal Years 1987-88 Annual Report describes the progress made by the Department in the twenty-four months since the last Report. The Report details the status of the numerous strategies developed by DPA to answer these significant questions. Further, the Report describes how each of the programs and functions impacts the state workforce and state government operations in general.

One Ashburton Place
Boston, MA 02108
November, 1988

The FY'87-88 Annual Report is organized by Divisions, Bureaus and Offices within the Department. An organizational chart is provided for the information presented. Each Division and Bureau is described, and major accomplishments for the reporting period are listed.

The Department of Personnel Administration is aware of its important mandate to provide high-quality, comprehensive and cost-effective human resource management services for the Commonwealth. The accomplishments of the Department over the past two fiscal years are strong evidence of Massachusetts state government's commitment to addressing the needs of the state workforce and enhancing state government to work productively. The result is more efficient and effective state government.

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**COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF PERSONNEL ADMINISTRATION**

**FISCAL YEARS 1987-88 ANNUAL REPORT:
HUMAN RESOURCE MANAGEMENT INNOVATION AND OUTREACH**

INTRODUCTION

The Department of Personnel Administration (DPA) is legislatively mandated to provide the Commonwealth's personnel management and Civil Service functions. The Department is responsible for the establishment and maintenance of a merit-based personnel system for state and certain municipal governmental operations. Through the development and implementation of specific policies and programs, DPA assists over 90 state agencies and over 200 municipalities with a broad range of human resource management functions, including the recruitment, selection, retention, development and motivation of a diverse and complex workforce.

The goal of the Department of Personnel Administration is to improve the Commonwealth's ability to manage its human resources and increase the productivity of its workforce. With major changes in the composition of the state workforce, the scope and range of human resource management functions, and the technology available to support those functions, DPA's mission has become increasingly more complex. At this crucial juncture in governmental operations, the Department is faced with a series of significant questions, among them:

- o How can the Department continue to plan, develop and implement effective programs and strategies that will enable the Commonwealth to anticipate and accommodate the needs of the state workforce, while continually improving productivity?
- o How can Massachusetts state government provide state of the art programs for state employees that will enable the Commonwealth to attract and retain a qualified workforce?
- o How can the Department continue to ensure that agencies and municipalities acquire enhanced personnel management capacity while adhering to merit principles, affirmative action goals and existing consent decrees?

The Fiscal Years 1987-88 Annual Report describes the progress made by the Department in the twenty-four months since the last Report. The Report details the status of the numerous strategies developed by DPA to answer these significant questions. Further, the Report describes how each of the programs and functions impacts the state workforce and state government operations in general.

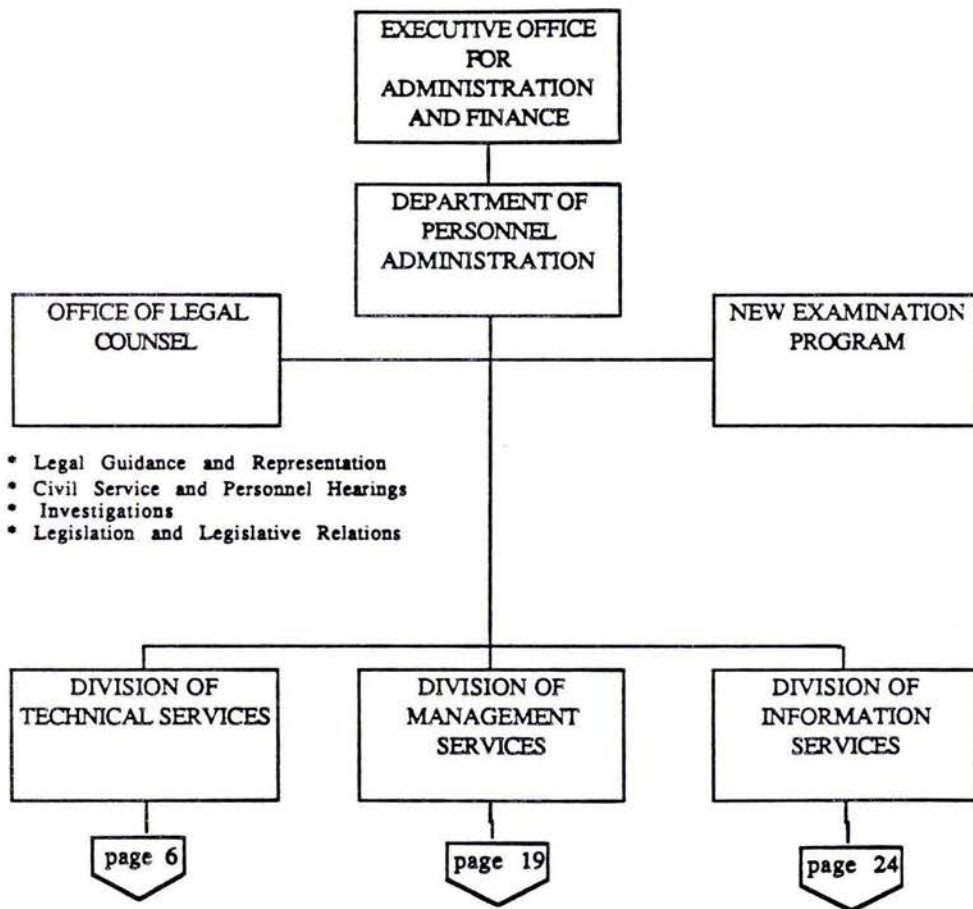
The FY'87-88 Annual Report is organized according to the major Divisions, Bureaus and Offices within the Department. An organizational chart is provided as a context for the information presented. Each Division and Bureau is described, and major accomplishments for the reporting period are listed.

The Department of Personnel Administration is aware of its important mandate to provide high-quality, comprehensive and cost-effective human resource management services for the Commonwealth. The accomplishments of the Department over the past two fiscal years are strong evidence of Massachusetts state government's commitment to addressing the needs of the state workforce and enhancing state employees' ability to work productively. The result is more efficient and effective state government operations.

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Approved by Ric Murphy, State Purchasing Agent

DPA ORGANIZATIONAL CHART



OFFICE OF LEGAL COUNSEL

The Office of Legal Counsel serves as the legal and policy advisor to the Personnel Administrator. In this capacity, counsel staff advise DPA managers and handle litigation, hearings and legislative matters. In addition, the DPA counsel staff respond to inquiries regarding responsibilities, duties and rights under civil service and personnel law and rule from groups such as state agency legal counsel, town counsels, city solicitors, appointing authorities, unions, employees, applicants and the general public.

Major Accomplishments, FY'87 (July 1, 1986 to June 30, 1987):

- * Changes to Personnel Administration Rules for Performance Evaluation: a public hearing was held resulting in the adoption of a new Personnel Administration Rule regarding performance evaluation for non-managerial state employees, paving the way for implementation of the Employee Performance Review System (EPRS).
- * Change in Vacation Accrual for Managers: the "Redbook" workrules for managers were amended to enable managers to accrue vacation time on a monthly rather than annual basis. Effective in March, 1987, managers became eligible to use their vacation at the end of each full month worked, rather than after the completion of the fiscal year.

Major Accomplishments, FY'88 (July 1, 1987 to June 30, 1988):

- * Changes in Personnel Administration Rules for Examinations: a public hearing was held resulting in the adoption of a new Personnel Administration Rule regarding Civil Service examinations. This Rule completed the transition from Civil Service to Personnel Administration Rules.
- * Establishment of a Special Adjudicatory Procedure: as a result of a trial related to theft of civil service examinations, DPA established a hearing procedure for any person who felt aggrieved, using the services of the Division of Administrative Law Appeals. Approximately 120 claims are being addressed through this special procedure.
- * Draft of the Revised "Redbook" Rules: based upon a comprehensive review of the existing workrules, DPA has proposed significant revisions to those rules which apply to managers and confidential employees.

NEW EXAMINATION PROGRAM

Planning for the New Examination Program (NEP) began in FY'86 as part of the Civil Service Simplification and Improvement Project. The goal of NEP is to design and implement an examination system that is lawful, fair, valid and in keeping with merit system principles of equal access to Civil Service positions for all qualified candidates. This system is intended to be timely, practical and acceptable to its users, who are appointing authorities, managers, employees, unions, applicants and public interest groups. Finally, this examination system is designed to be as simple and cost effective as possible.

Major Accomplishments, FY'87 (July 1, 1986 to June 30, 1987):

- * Working from the initial draft proposal for NEP, DPA senior staff developed the final design of the pilot program. Through meetings with the Agency Liaison Officers and the Presidents of Collective Bargaining Units 6 and 1 (which included job titles that would be included on the pilot exam), DPA actively incorporated user input into the program design.
- * A new promotional system was designed to be used in conjunction with the New Examination Program. It was decided that performance evaluation would not be included in this system for the pilot project because the Employee Performance Review System (EPRS) was too new; there would not have been a full year's EPRS cycle by the scheduled pilot exam in April, 1988.

Major Accomplishments, FY'88 (July 1, 1987 to June 30, 1988):

- * The NEP pilot program was limited to an open competitive examination.
- * Internal planning resulted in the following design:
 - o an evaluation process for the pilot program
 - o applicant materials, including brochures, applications, and an optical scanning form for applicants to indicate their special qualifications and employment preferences; these materials used the newly designed Massachusetts Merit System logo
 - o a new application fee structure
 - o a new system for applicant identification of work location preferences
- * A new certification process was designed using a PMIS/ELIPSYS interface. Legislation was filed for a three-tier certification process which would give preference to current employees with Civil Service status, followed by those with provisional status and at least one year of service, followed by all others (veterans would be given preference within each tier).
- * The New Examination Program pilot examination, which covered 19 titles in accounting, auditing and budgeting, was held on April 16, 1988. As a result of an active recruitment campaign that focused on current employees as well as qualified external candidates, over 1500 applications were received. Just under 1200 people took the exam.
- * Surveys were conducted to determine the reaction to the NEP pilot program and the New Examination Program process. Among the groups surveyed were applicants, examinees, appointing authorities, personnel officers, unions, and line managers in those agencies affected by the titles in the pilot exam. The results of these surveys will help shape subsequent New Examination Program exams.
- * Based on the NEP pilot exam, several FY'89 exams will be administered on the New Examination Program model. Planning is beginning for the gradual phased-in implementation of the process for all state examinations.

DIVISION OF TECHNICAL SERVICES

IMPACT: Through this more streamlined and cost-effective method of holding Civil Service examinations, current employees and qualified external candidates will have greater flexibility in taking tests and becoming certified for entry or advancement in state service. The new merit system will ensure a timely, practical and equitable method of joining state government in entry level titles.

The programmatic functions of the Division include:

- recruitment and referral of qualified candidates for non-Civil Service positions and of applicants for Civil Service examinations
- Implementation of the new Pension Reform Law
- maintenance of the strategic planning and evaluation system for state managers (PMS)
- operation and enhancement of the Management Compensation and workrules programs
- operation of the Alternative Work Options Program
- analysis of state workforce data for informed human resource program development and for anticipating the needs of the workforce of the future
- operation of the statewide employee assistance program
- consultation with municipal and state public safety officials on delegated exams and on psychological screening procedures

Special efforts are made during research, development and implementation of all programs to involve operating agency personnel to ensure that the programs provide support for a comprehensive approach to human resource management.



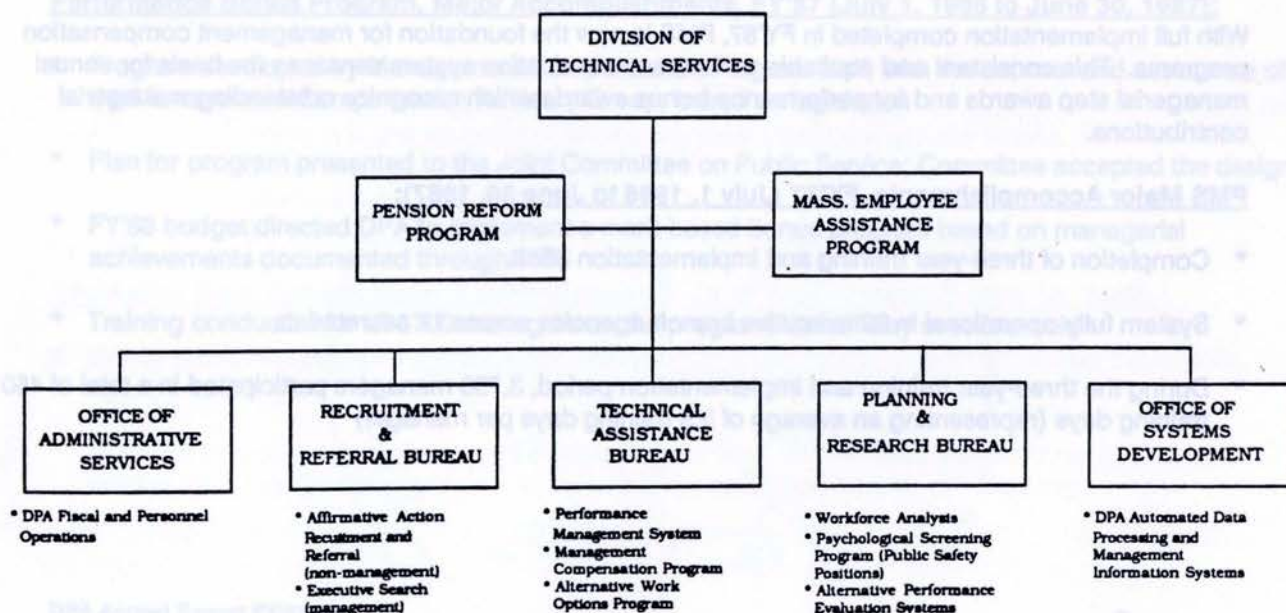
DIVISION OF TECHNICAL SERVICES

The Division of Technical Services incorporates two main functions: internal management support for the Department, through the Offices of Administrative Services and Systems Development; and a programmatic component focused on the development and implementation of comprehensive human resource management programs and strategies that support the state workforce.

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BUREAU OF TECHNICAL ASSISTANCE

The mission of the Bureau of Technical Assistance is to enhance the management climate in Massachusetts state government by establishing sound human resource programs, particularly for managers. The Bureau develops and implements programs and strategies that improve state managers' ability to effectively manage the workforce, such as the Performance Management System and Performance Bonus Program. The Bureau also provides technical assistance and consultation to managers on a wide variety of workforce management issues. Major initiatives of the Bureau include:

- o creating a comprehensive system of benefits, compensation and workrules for managers
- o researching innovative strategies to address the emerging needs of a changing management workforce, in conjunction with the Bureau of Planning and Research. Strategies being explored include:
 - * expanding the applications of the Alternative Work Options Program
 - * developing dependent care programs and, in conjunction with relevant agencies, a flexible benefit plan for managers
- o producing publications such as the agency-wide FY'87-88 Annual Report, Annual Reports for the Massachusetts Employee Assistance Program, and other Bureau program descriptive materials.

Performance Management System

The Performance Management System (PMS) is a management tool designed for agency-level strategic planning and for performance planning and evaluation of individual managers. PMS is the performance evaluation system for managers that was mandated by legislation.

PMS was designed with the assistance of private and public sector advisory groups. Implementation began in August, 1984, with a pilot group of 600 managers in nine agencies. A three-year, phased implementation schedule was established.

With full implementation completed in FY'87, PMS is now the foundation for management compensation programs. This consistent and equitable performance evaluation system serves as the basis for annual managerial step awards and for performance bonus awards which recognize outstanding managerial contributions.

PMS Major Accomplishments, FY'87 (July 1, 1986 to June 30, 1987):

- * Completion of three-year training and implementation effort
- * System fully operational in 92 executive branch agencies across 12 secretariats
- * During the three-year training and implementation period, 3,700 managers participated in a total of 450 training days (representing an average of 3.5 training days per manager)

PMS Major Accomplishments, FY'88 (July 1, 1987 to June 30, 1988):

With the full implementation of PMS, PMS staff concentrated on institutionalizing the system and integrating it with existing Commonwealth and internal agency systems, such as budgeting, planning, and other personnel management programs.

- * Developed a PMS/PMIS (Personnel/Payroll Management Information System) subsystem enabling agencies to track PMS activity and grant step increase and performance bonus awards
- * Developed and implemented a PMS audit system to review agency conformance with PMS standards and determine eligibility for the Performance Bonus Program
- * Incorporated on-going PMS training for new managers as part of training programs offered by the Bureau of Human Resource Development

Management Compensation Program

The Management Compensation Program reviews elements of the state's compensation system for its managers, including base salary, cost-of-living adjustments, merit pay, benefits and working conditions. Proposed changes will improve the state's total managerial compensation package, providing a well-structured and comprehensive system that will assist state agencies to attract and retain capable managers, as well as recognize the contributions of current state managers. This revised compensation system will constitute the necessary link between accountability for results, as required by the Performance Management System, and appropriate awards for the achievement of those results.

The Management Compensation Program is also responsible for conducting a variety of salary surveys and analyses which support the establishment of appropriate salaries for personnel not covered by collective bargaining.

Performance Bonus Program: The Performance Bonus Program is designed to motivate and reward outstanding managerial performance in executive branch agencies, thereby improving the overall effectiveness of state government. Based on the Performance Management System, the Bonus Program will enable the Commonwealth to attract and retain qualified managers, and will contribute to increased managerial job satisfaction.

Performance Bonus Program, Major Accomplishments, FY'87 (July 1, 1986 to June 30, 1987):

- * Program developed by Management Compensation Program staff, with the counsel and assistance of the Management Compensation Advisory Group, based on legislation
- * Plan for program presented to the Joint Committee on Public Service; Committee accepted the design
- * FY'88 budget directed DPA to implement a merit-based bonus program based on managerial achievements documented through PMS
- * Training conducted for all 3700 managers on the program; 63 half-day sessions held

Performance Bonus Program, Major Accomplishments, FY'88 (July 1, 1987 to June 30, 1988):

- * Secured approval of Performance Bonus Program Guidelines from House and Senate Committees on Ways and Means
- * Issued a major policy document which provided guidelines for the Performance Bonus Program. A subsequent policy document, containing implementation instructions for the program, was completed and will be retained for a subsequent year's implementation.
- * Designed and delivered two seminars for senior level managers charged with implementing the Performance Bonus Program, to support their efforts:

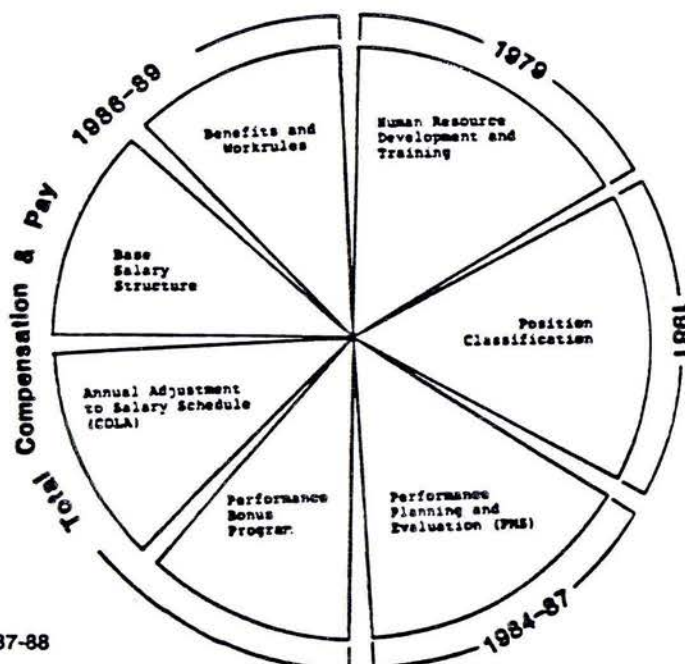
"Making Hard Decisions": 4 sessions held for 70 managers

"Additional Ways to Reward Performance": 3 sessions held for 52 managers

Other Compensation Initiatives, FY'87-88:

- * Monthly vacation accrual began for managers in February, 1987, as mandated by legislation
- * Benefits survey conducted to identify current level of satisfaction among managers with benefits offered, and to determine preferences for additional benefit options
 - o 40% response rate obtained
 - o results being used in current revision of "Redbook" workrules for managers
 - o information generated will be used in the research and development of a flexible benefits program
- * Produced 1987 Management Salary Survey, which compared current Massachusetts state management salaries with those of similar positions in 18 states and the District of Columbia, Massachusetts bargaining units, and the private sector. From the survey results, provided the Administration with the basis for its proposed adjustment to managers' salaries for FY'88.

Systems That Support Managers



Alternative Work Options Program

The Alternative Work Options Program accommodates the growing number of workers and agencies who need greater flexibility in their work schedules. Currently, the program encompasses six scheduling strategies: part-time, job-sharing, flextime, staggered work hours, intermittent employment and seasonal employment. Together, these options constitute what is referred to in statute and regulation as "flexible hours employment."

Alternative Work Options Statistics, FY'87-'88 (July 1, 1986 to June 30, 1988):

Flextime:

employees participating, FY'87:	6,623
percent increase over FY'86:	2%

employees participating, FY'88:	10,019
percent increase over FY'87:	51%

Number of agencies/office locations with flextime:

FY'87: 41

FY'88: 48

Part-time employment:

employees participating, FY'87:	3,900
percent increase over FY'86:	8%

employees participating, FY'88:	4,300
percent increase over FY'87:	9%

Job-sharing:

This is still a relatively new concept in the workplace. Each year there is more interest in this option; more articles are written about job-sharing in the popular press, and more calls come in to the Manager of Alternative Work Options about the details. Managers are beginning to see job-sharing as a method of retaining a skilled workforce, as well as an effective marketing vehicle for hard-to-fill jobs. The numbers of Commonwealth employees using this option are still small, but they are growing.

Alternative Work Options Major Accomplishments, FY'87 (July 1, 1986 to June 30, 1987):

- * Completed a one-page Alternative Work Options Fact Sheet for distribution to Cabinet Secretaries, agency heads, labor relations representatives and payroll/personnel staff
- * Provided program information and technical assistance to state employees and other interested individuals about the Alternative Work Options Program (responded to 131 inquiries)

Alternative Work Options Major Accomplishments, FY'88 (July 1, 1987 to June 30, 1988):

- * Filed legislation allowing part-time civil service employees to accrue pro-rated seniority; signed by the Governor in November, 1987
- * Participated in review of "Redbook" workrules for managers to recommend changes in definition of part-time and use of paid holiday leave
- * Conducted study of fifteen states and the District of Columbia regarding comparison of benefits provided to full and part-time managers and employees, to evaluate Massachusetts' programs. Final report distributed to survey participants.
- * Provided program information and technical assistance to state employees and other interested individuals about the Alternative Work Options Program (responded to 143 inquiries)

OFFICE OF SYSTEMS DEVELOPMENT

The Office of Systems Development designs, implements and maintains automated systems which support the functioning of the Department of Personnel Administration and the state personnel system. Principal efforts include:

- o maintaining large DPA computer systems which use mainframe computer capacity located in the Data Processing Center of the Commonwealth's Office of Management Information Systems, including ELIPSYS (Examination and List Information Processing System), STAR (System for Tracking Applicant Referrals) and MRPS (Municipal Records Processing System)
- o developing linkages with other computer systems such as PMIS (Personnel/Payroll Management Information System)
- o operating a Local Area Network (LAN) of microcomputers that supports DPA end users, including the development of LAN software applications in data base, spread sheet and word processing functions

Major Accomplishments, FY'87 (July 1, 1986 to June 30, 1987):

- * Planning, procurement and installation of a LAN
 - o establishment of a micro training coordinators group within the agency
 - o user training

Major Accomplishments, FY'88 (July 1, 1987 to June 30, 1988):

- * Development of the PMIS/ELIPSYS interface, including:
 - o development of business requirements
 - o system programming and testing
 - o user training
- * Development of programs to support processing of the New Examination Program
- * Development of a Performance Management System (PMS)/PMIS subsystem enabling agencies to track PMS and grant step increase and performance bonus awards

- * LAN user training, using DPA computer lab and external specialized training
- * Development and installation of LAN applications, including:
 - o classification appeals system for bargaining unit positions; approximately 800 appeals processed on the LAN
 - o new classification specifications on LAN, enabling analysts and managers to review and make changes and modifications to specifications on the LAN
 - o access to Civil Service Law and the Personnel Administration Rules
- * LAN procurements including hardware, software and cabling

BUREAU OF RECRUITMENT AND REFERRAL

The Bureau of Recruitment and Referral enhances state agency human resource management functions by providing a wide spectrum of professional marketing, recruitment, referral and public information services. The Bureau's goal is to build strong relationships with state agencies through successful consultation, problem-solving and placement. Professional services are also provided to individuals who are interested in a career in Massachusetts state government. The Bureau works to ensure the best possible fit between job candidates and position vacancies by attracting qualified candidates to state government.

Recruitment and referral services are provided for a continuum of position levels. At one end of the continuum is the Executive Search Program, which focuses on management and senior level positions. The other parts of the continuum include the TAPS program (Technical, Administrative, Professional and Support level skills) and the Civil Service recruitment effort which seeks to attract candidates to open and promotional Civil Service exams. There are two additional specialized recruitment and referral programs under the Bureau's auspices: BASEC (Business and State Employment Collaborative) and ET (Employment and Training).

Executive Search Program

The Executive Search Program, which began in April, 1985, provides professional recruitment and referral services which focus on the need to attract and promote high quality professionals in state government, with an emphasis on women, minorities, disabled individuals and Vietnam Era Veterans. Professional services and technical assistance are provided to both state agencies and applicants seeking employment with the Commonwealth. The Executive Search Program publishes a monthly bulletin, Recruiter Service, advertising management positions within state government.

Executive Search Program Major Accomplishments, FY'87 (July 1, 1986 to June 30, 1987):

- * Fourteen placements, 71% male and 29% female; of these successful candidates, 7% are disabled and 50% are minority individuals

Executive Search Program Major Accomplishments, FY'88 (July 1, 1987 to June 30, 1988):

- * 26 placements, 42% male and 58% female; of these successful candidates, 2% are disabled, 50% are minority individuals and one individual is a veteran

- * Development of two evaluation forms: Resume/Interview Evaluation Form, providing agencies with a professional assessment of the applicant's skills; and the Agency Evaluation Form, providing feedback from agencies to the Bureau, to determine the quality and results of referrals

BASEC (Business and State Employment Collaborative)

BASEC is a partnership between state government and private industry. The collaborative was formed to address a pressing social issue, that of under-representation of minorities in professional and/or managerial positions within the private sector. BASEC assists member companies to identify top minority candidates for professional and/or managerial track jobs within the companies. Membership is limited to twenty companies, representing a broad range of business and industry in the Commonwealth. BASEC staff recruit, screen, counsel and refer applicants to identified position vacancies within these companies.

BASEC Major Accomplishments, FY'87 (July 1, 1986 to June 30, 1987):

- * Eleven companies recruited to join the program
- * Although the program was only operational for six months, six placements were made, of whom all were minority individuals and half were women. The salary range for the placements was \$23,000 to \$55,000.

BASEC Major Accomplishments, FY'88 (July 1, 1987 to June 30, 1988):

- * Company membership expanded from eleven to twenty employers
- * 28 minority candidates placed, 59% female, of which 21 are in positions with salaries ranging from \$25,000 to \$55,000
- * Two career networking receptions for minority professionals were held, attracting a total of 467 new applicants and including 60 representatives from member companies; WNEV-TV covered one of the receptions and aired a segment about it on the station's "Urban Update" program.
- * Establishment of a hard copy resume file sorted by skill, providing better resume access for BASEC staff and company representatives
- * Development of a tracking system enabling BASEC staff to follow applicants from referral through hiring, resulting in better follow-up
- * Publication of a newsletter sent to company personnel representatives and other BASEC supporters, to promote communication and enhance public relations
- * Increased company visits to promote working relationships

TAPS (Technical, Administrative, Professional and Support) Program

This program was established by the Bureau in October, 1986, to assist state agencies in their effort to attract qualified applicants with these skills.

FY'87 Placements: 30 placements, 10 male and 20 female, of whom 65% are minority individuals

FY'88 Placements: 20 placements, 6 male and 14 female, of whom 56% are minority individuals

Civil Service Recruitment

The Recruitment Unit's goal is to attract candidates to apply for Civil Service examinations with special emphasis on entry-level Public Safety opportunities (police officer and firefighter positions).

Civil Service Recruitment Statistics, FY'87 (July 1, 1986 to June 30, 1987):

- * 32 Civil Service examinations recruited for:
 - o 11,011 total recruited
 - o 2,012 minority individuals recruited (18.3% of total)
 - o 9,801 recruited individuals examined
 - o 1,724 minority individuals examined (17.6% of total)

Civil Service Recruitment Statistics, FY'88 (July 1, 1987 to June 30, 1988):

- * 19 Civil Service examinations were recruited for (as of May, 1988)
 - o 31,919 total recruited
 - o 4,679 minority individuals recruited (14.6% of total)
 - o 24,986 recruited individuals examined
 - o 3,271 minority individuals examined (13% of total)
- * Firefighter recruitment campaign conducted; total of 10,880 persons recruited of whom 11.7% are minority individuals
- * Police Officer recruitment campaign conducted; total of 14,624 persons recruited of whom 15.8% are minority individuals
- * Campaign conducted for the New Examination Program pilot exam for accounting, budgeting and auditing titles; total of 1,481 persons recruited of whom 17.3% are minority individuals

Employment and Training Program

The Employment and Training (ET) Program is administered by the Department of Public Welfare (DPW). The program is designed to assist individuals who apply for or receive public assistance to achieve economic self-sufficiency and long-term employment. The Department of Personnel Administration has an interagency agreement with DPW to provide placement services for ET program participants in state government positions. The Department's staff match the qualifications and experiences of ET program participants with available technical, administrative, professional and support positions across state agencies.

ET Placement Statistics, FY'87 (July 1, 1986 to June 30, 1987) and FY'88 (July 1, 1987 to June 30, 1988):

	7/1/86-6/30/87	7/1/87-6/30/88
Job Orders	400	241
Number of Applicants	155	356
Referrals	669	818
Hires	50	37
% of Minorities Hired	48%	32%
Average Salary	\$14,670	\$15,880

- * An ET Job Fair was held in March, 1988, contributing to an increased applicant pool and broader knowledge of the program

Public Information Unit

This unit fields telephone calls and inquiries in person from the public regarding all aspects of the Bureau including Civil Service employment, general questions on examination schedules, applicant standing on current established eligible lists, and general employment within the Commonwealth.

Information Unit Statistics, FY'87 (July 1, 1986 to June 30, 1987) and FY'88 (July 1, 1987 to June 30, 1988):

	FY'87	FY'88
Phone Calls Received	33,600	107,284
Window Inquiries	17,088	19,533

BUREAU OF PLANNING AND RESEARCH

As part of its mission to design and implement high quality human resource management programs that improve state workforce productivity, DPA maintains a research and planning capacity. This Bureau researches, develops and evaluates human resource management interventions in response to identified workforce needs.

In addition, the Bureau provides internal consulting to DPA and state and municipal agency staff on specific personnel issues, and oversees the following programs:

- o delegated psychological screening of public safety officers
- o delegated, municipal civil service examinations
- o on-going analysis of the state workforce
- o longitudinal employee selection validation studies

Major Accomplishments, FY'87 (July 1, 1986 to June 30, 1987):

- * Design of the Employee Performance Review System (EPRS) in conjunction with the Office of Employee Relations
 - o developed Personnel Administration Rules for performance evaluation
 - o developed Supervisor's Guide to EPRS
 - o developed an EPRS implementation plan, including the design of a training program in conjunction with the Bureau of Human Resource Development
- * Revised the psychological screening program for public safety officers, as part of the revision of DPA's medical program. The result was greater delegation of authority to public safety departments in the municipalities.

- * Oversaw the delegation process of a police sergeant/lieutenant exam for the City of Boston. The exam was the first for lieutenants in over ten years, and the sergeant portion of the exam was held in accordance with a court order (*MAAP v. Jordan*). The Bureau also oversaw a Cambridge police promotional exam.
- * Developed a workforce analysis capacity enabling the Bureau to respond to DPA and state agency requests for information needed as part of a variety of projects and initiatives.

Major Accomplishments, FY'88 (July 1, 1987 to June 30, 1988):

- * Continued work on the psychological screening process for public safety officers. Reviewed 83 psychological screening plans from 68 municipalities. Over 70 public safety departments now have psychological screening plans.
- * Began a systematic workforce analysis to assist DPA in planning necessary human resource management programs that will meet the changing demographics of the state workforce
- * Revised "Redbook" workrules for managers, including the addition of parental and dependent care leave as well as other policies that support the needs of families. These changes were initiated in response to the workforce trends, both in Massachusetts and in the American labor pool, that were identified through the Bureau's analysis.
- * Continued oversight and work with municipalities on delegated exams
- * Assisted Massachusetts State Police, which is not covered by Civil Service, with entry level trooper exam. The Bureau was consulted on exam development, administration and scoring.

PENSION REFORM PROGRAM

The Pension Reform Program is charged with implementing those aspects of the Pension Reform Act for which the Department of Personnel Administration is legislatively responsible.

The Pension Reform Act, Chapter 697 of the Acts of 1987, was signed in January, 1988. The Act is intended to restore the fiscal soundness of state and local pension systems. Through the Act, the state will provide a schedule of grants over a period of fifteen years to state and local retirement boards. Localities that accept these grants must also agree to several stipulations in accordance with the Act. These conditions include a funding schedule as well as measures to improve the health and fitness of the employees who will eventually be drawing from the retirement systems. The goal is to improve employee health and fitness, thereby reducing the level of disability pensions, again contributing to the fiscal integrity of the systems.

To begin the process of improving the level of health and fitness among state and municipal employees, the Act charges DPA with the development of health and physical fitness standards for state and municipal police officers and firefighters, as well as state public safety personnel. Physical fitness and medical examinations of these employees will be administered at the entry level and at specified in-service intervals. In addition, localities accepting funding grants under the Acts are required to develop wellness programs for these public safety employees, based on a set of minimum standards which are being developed by the Department of Public Health.

Regardless of whether or not a given locality accepts the funding grants, the Act requires that all individuals appointed to specified public safety positions as of various effective dates beginning with January 1, 1988, be prohibited from smoking.

A companion Act, Chapter 415 of the Acts of 1987, directs DPA to explore the issue of age as a bona fide occupational qualification for public safety positions, and to report whether age remains a bona fide occupational qualification by January, 1989.

Major Accomplishments, FY'88 (March, 1988 to June 30, 1988):

- * Program staffed, implementation plan developed and critical parties involved
- * Regulations drafted and public hearing held on prohibiting smoking among individuals in certain public safety positions
- * Study initiated of age as a bona fide occupational qualification for public safety positions

MASSACHUSETTS EMPLOYEE ASSISTANCE PROGRAM

The Massachusetts Employee Assistance Program (MEAP) was created to provide state employees and their families with an opportunity to identify potential problems and prevent them from becoming major obstacles in their work and personal lives. The program also helps employees and their families to resolve personal problems that may already be affecting job performance. MEAP contributes to a healthier and more productive state workforce by:

- o supporting employees by being responsive to their needs and communicating that state government is concerned about them as individuals;
- o providing employees and their families with confidential resources on a voluntary basis to help them help themselves in resolving a wide range of personal problems; and
- o promoting healthier and more aware employees, and by reducing costly absenteeism and turnover.

MEAP is the result of state government's recognition that emotional health is a key component of work success.

After a four-year phased expansion process, MEAP is now available to all state employees and their families across the Commonwealth, achieving this Administration's goal of statewide coverage.

Major Accomplishments, FY'87 (July 1, 1986 to June 30, 1987):

- * planning for final phase of program expansion
- * emphasis on publicity, visibility, and marketing, resulting in an increased penetration rate (4.0% in FY'86 to 9.2% in FY'87).
- * increased outreach efforts, including educational programs and on-site information about the program

Major Accomplishments, FY'88 (July 1, 1987 to June 30, 1988):

- * statewide coverage achieved: an additional 26,938 employees were covered, bringing the total to 64,719; thirty-four benefit service agreements signed with 12 service providers
- * program budget totalling \$827,000
- * full-day service provider seminar held to clarify policy and share expertise
- * emphasis on further developing coherent program image
- * standardized policy development
- * development of uniform statewide curricula for MEAP orientation and supervisory training
- * development of videotaped program overview for use at orientations and administrative briefings

OFFICE OF ADMINISTRATIVE SERVICES

The Office of Administrative Services supports the efforts of the entire Department by providing personnel and fiscal management services. Office staff assist managers and employees throughout the Department by providing information and technical support on personnel and fiscal issues. The Office's major accomplishments are the support and technical assistance it provides, which enable the Department of Personnel Administration to perform its functions.

Major Accomplishments, FY'87-88 (July 1, 1986 to June 30, 1988):

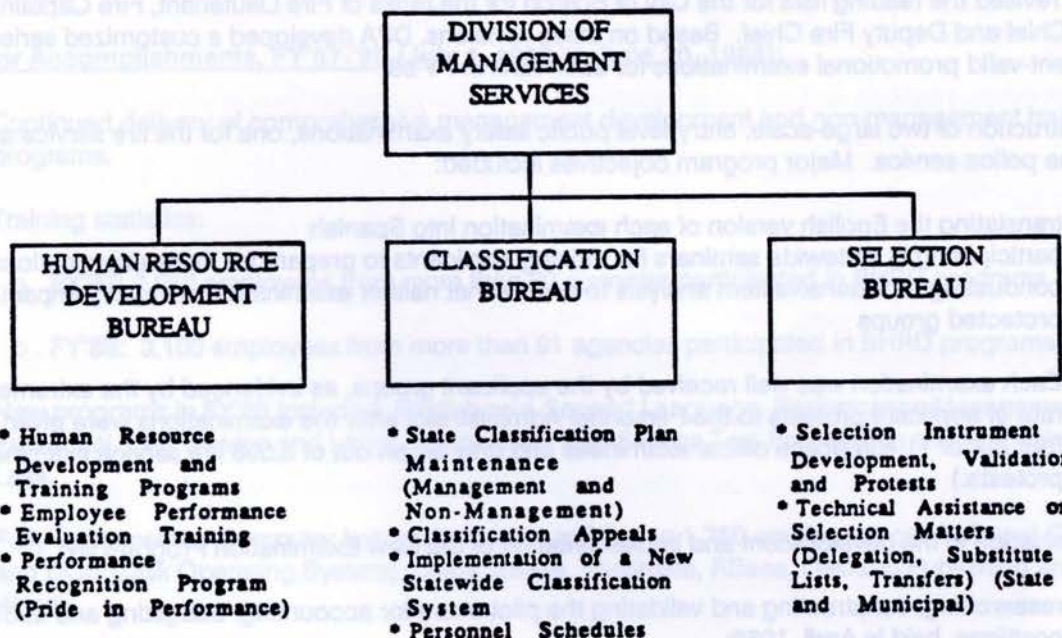
- * Production of a monthly management report detailing projected and actual expenditures by cost center and subsidiary. The report includes a sick leave component which has assisted DPA managers in reducing sick leave usage.
- * Conversion of DPA accounting records to the MMARS system six months ahead of schedule
- * Establishment of pre-registration system for the Bureau of Human Resource Development and the expansion of the Master Service Agreement to cover all DPA training
- * Implementation of the Employee Performance Review System (EPRS) at DPA, including the provision of training, administrative procedures and on-going technical assistance
- * Exceeding the goals set for procurement of services and products from minority and small businesses. In FY'87, goals were exceeded by 100%; in FY'88, they were exceeded by 120%.
- * Development of seminars, workshops and other employee support programs which are offered to respond to needs identified through Bureau outreach efforts
- * Research and procurement of a modern telephone system and state of the art duplicating machines, saving considerable staff time
- * Development and implementation of an automated inventory control system enabling DPA to maintain a current and accurate listing of items

DIVISION OF MANAGEMENT SERVICES

The Division of Management Services provides an integrated system of personnel management through the implementation and maintenance of comprehensive programs for the classification of positions, the selection of candidates, and the development and training of employees.

To ensure that qualified individuals are matched with available positions, and provided with training opportunities, the Division:

- o develops accurate position job descriptions.
- o constructs valid examinations to select candidates who meet the requirements included in the job descriptions.
- o offers statewide training and development courses to assist employees in the Commonwealth's workforce in expanding their knowledge, skills and potential for career advancement.



BUREAU OF SELECTION

The Bureau of Selection designs selection instruments (written examinations, examinations based on training and experience, and oral and practical tests) in order to examine, rank and certify candidates for merit system appointment and promotion.

The Bureau's primary function is to create the instruments used to facilitate permanent civil service appointments. This effort is geared toward:

- o increasing the number of permanent civil service appointments and promotions;
- o enabling provisional employees to achieve permanent civil service status, thereby permitting them to advance their careers in state government through promotional exams.

Major Accomplishments, FY'87-'88 (July 1, 1986 to June 30, 1988):

- * Construction of 120 "broadbanded" examinations covering 275 titles in thirty occupational groups, which resulted in the establishment of 572 state and municipal eligible lists. "Broadbanding" means grouping similar job titles together.
- * Development of 12 job-related police and fire promotional examinations suitable for statewide administration at both the municipal and state agency levels. The examinations constructed covered all ranks of police and fire positions. In addition, in a cooperative effort with the Boston Fire Department, DPA revised the reading lists for the City of Boston for the ranks of Fire Lieutenant, Fire Captain, District Fire Chief and Deputy Fire Chief. Based on these revisions, DPA developed a customized series of content-valid promotional examinations for each rank in FY'88.
- * Construction of two large-scale, entry-level public safety examinations, one for the fire service and one for the police service. Major program objectives included:
 - o translating the English version of each examination into Spanish
 - o participating in statewide seminars for training applicants to prepare for these examinations
 - o conducting an extensive item analysis to ensure that neither examination adversely impacted protected groups

Each examination was well received by the applicant groups, as evidenced by the extremely low rate of applicant protests to the Personnel Administrator after the examinations were given. (Only four out of 11,408 police officer examinees and only seven out of 8,598 fire service examinees filed protests.)

- * Participation in the development and implementation of the New Examination Program by:
 - o researching, constructing and validating the pilot exam for accounting, budgeting and auditing positions, held in April, 1988;
 - o developing specialty areas, a set of more specific job qualification descriptions intended to result in a better match between the applicant's qualifications and the position requirements.

BUREAU OF HUMAN RESOURCE DEVELOPMENT

The primary purpose of the Bureau of Human Resource Development (BHRD) is to provide training programs and centralized direction regarding training and development for all state employees. BHRD contributes to the development and professionalism of each and every state employee through its provision of high-quality training programs that meet the needs of the Commonwealth's workforce, and through expert technical assistance to agencies in providing their own training efforts.

BHRD's three-year plan, developed in FY'86, outlined a strategic plan to provide training and development opportunities for non-management staff; new programs for managers; and continued refinement and delivery of the comprehensive four-tier Management Development Program.

Now, as the Commonwealth moves toward institutionalizing training and development opportunities for all employees, DPA has implemented a long-range planning and enrollment procedure for BHRD programs. The Matrix Registration Process is a comprehensive enrollment procedure through which agencies identify their training needs for a semester or full year, and register staff to participate in BHRD programs that address those needs. The Matrix provides an excellent opportunity for agencies to formalize training as a human resource management strategy and to integrate the training function with their overall mission as well as their fiscal planning cycles.

In FY'88, BHRD established a goal for all agencies in developing their annual training plan. The standard to be achieved is for each agency to provide, from all training resources, a minimum of three days of training per employee.

Major Accomplishments, FY'87-'88 (July 1, 1986 to June 30, 1988):

- * Continued delivery of comprehensive management development and non-management training programs.
- * Training statistics:
 - o FY'87: 2,950 employees from more than 80 agencies participated in BHRD programs
 - o FY'88: 3,100 employees from more than 91 agencies participated in BHRD programs
- * New programs in FY'88 included: English as a Second Language; Performance Management System; Personnel, Civil Service and Labor Symposium; Civil Service Test Preparation and Managing More With Less.
- * Fully implemented Computer Lab and provided training to 1,750 employees on: Personal Computers and DOS (Disk Operating System), Lotus, dBase, Multimate, RBase, Desktop Publishing and Microsoft Word.
- * Implemented and delivered training on the Employee Performance Review System (EPRS) to 185 supervisors and trainers, in collaboration with the Office of Employee Relations.
- * Through an agreement with the Office of Employee Relations, BHRD participated on joint Labor/Management Committees to develop Training and Career Ladder programs for non-management employees and to support an integrated system of training opportunities.

- * Forty-two additional courses were added to the FY'88 Spring Semester schedule to meet increased demand.
- * Distribution of the BHRD Catalogue was expanded to directly reach over one half of the state workforce.
- * Coordinated and implemented the first statewide Master Services Agreement which certifies trainers to deliver specialized training and human resource development services to state employees.
- * Additional services offered by DPA to state employees at no cost include: tuition remission for managers; information on how to return to college; and academic courses offered through the University of Massachusetts/Boston.

BUREAU OF CLASSIFICATION

The Bureau of Classification is mandated to carry out the following responsibilities:

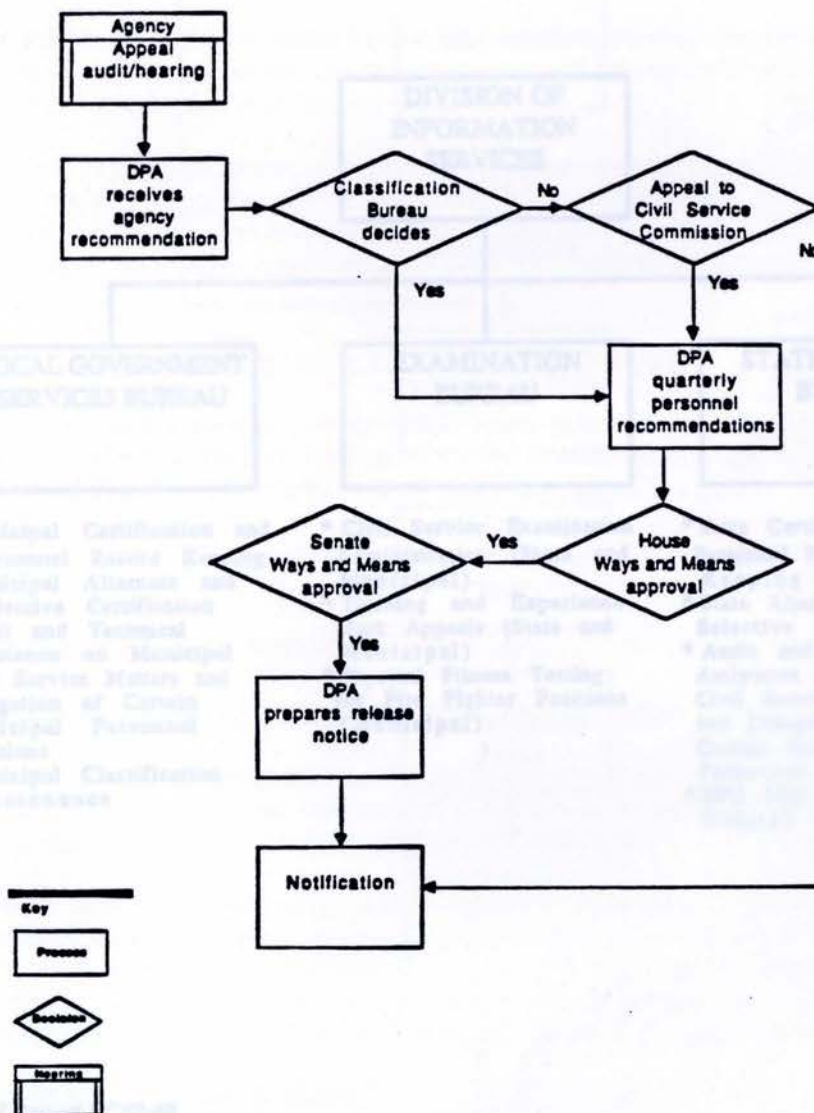
- o Maintaining the management and non-management classification plans for the Executive Branch through the use of job analysis and job evaluation methods.
- o Ensuring proper classification of all positions subject to the state's classification plans by analyzing agency requests for new positions, position reallocations and reorganizations.
- o Writing and amending content valid job specifications which identify duties performed and qualifications required for each classification title.
- o Providing training and technical assistance to agency personnel specialists regarding classification principles, writing position descriptions and developing organization charts, and the use of the Hay Job Evaluation System.
- o Maintaining a system of position control by producing an annual automated schedule of all agency positions for legislative approval, by modifying position information on the Personnel/Payroll Management Information System (P/MIS) and by releasing positions for agency use.

Major Accomplishments, FY'87 and '88 (July 1, 1986 to June 30, 1988):

- * Conducted an 18-month collaborative effort with the Office of Employee Relations, the agencies, and the unions representing state employees, to review the content of all class specifications. The result was the distribution in early January, 1988, of more current and content valid official class specifications.
- * Initiated a decentralized classification maintenance and appeals system significantly reducing the response time for resolving reclassification issues.
- * Implemented a job evaluation committee process for agency evaluators to conduct job evaluations of management positions at the agency. The Bureau provided intensive job evaluation training and pilot testing of the program over a six-month period.

- * Completed the Job Evaluation Guide Chart Enhancement Project, which improved the ability to measure compensable factors in management and non-management jobs, ensuring that pay equity concerns are addressed.
- * Implemented an automated appeals process which tracks the status of appeals from receipt to resolution and generates confirmation and decision letters.
- * Collaborated with the legislature's Ways and Means Committees to streamline the quarterly report system to allow a 30-day turnaround for approving reclassification recommendations.
- * Developed, in conjunction with the Civil Service Commission, an expeditious method of resolving appeals before the Commission concerning the classification of management positions.

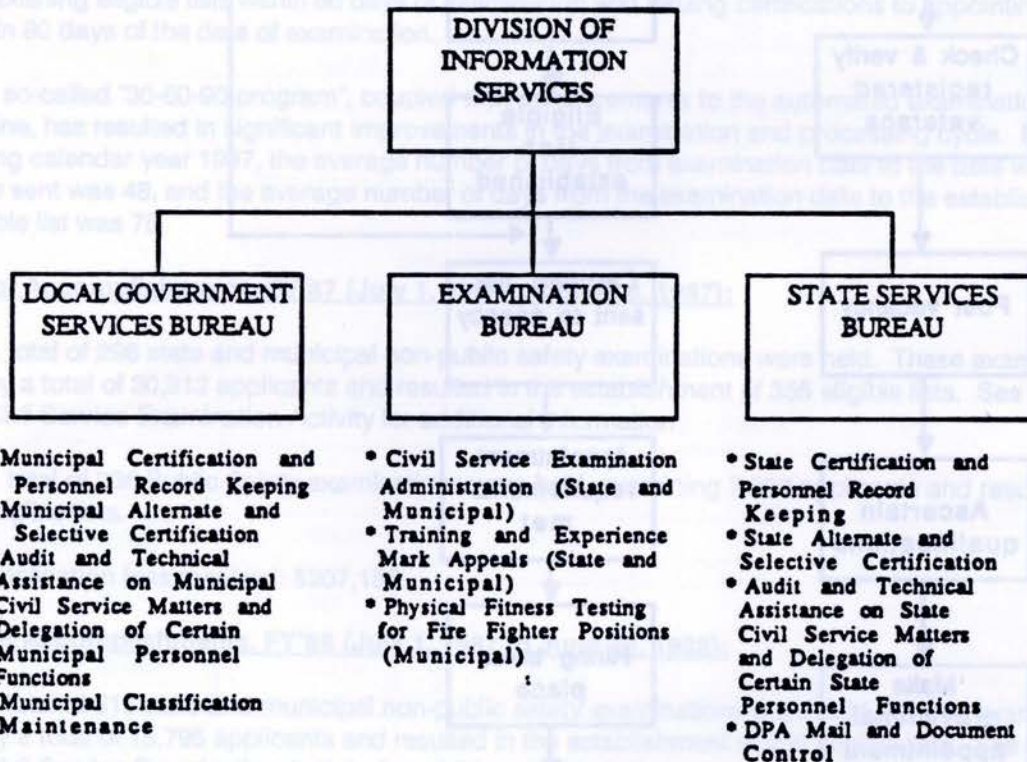
Classification Appeal Process



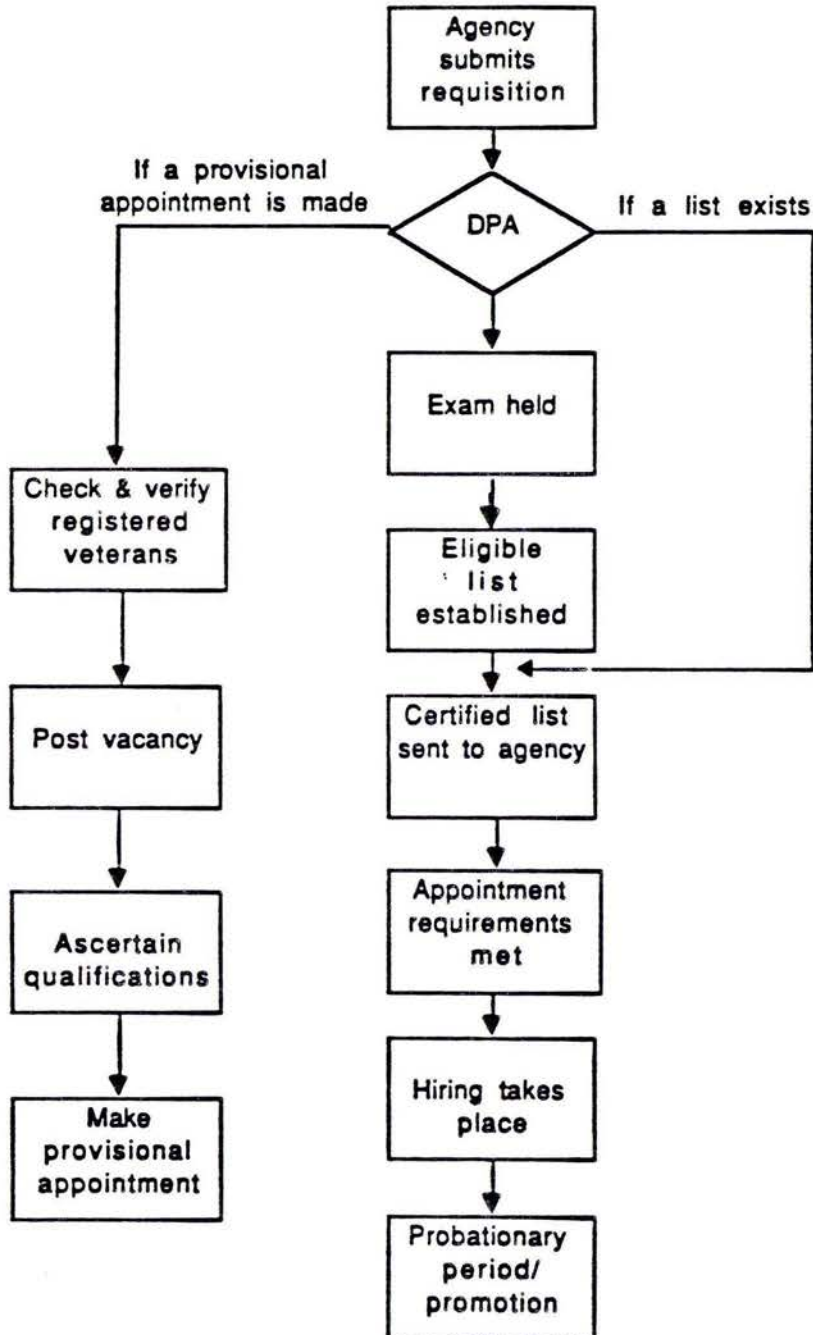
DIVISION OF INFORMATION SERVICES

The mission of the Division of Information Services is to provide access for all citizens of the Commonwealth to employment opportunities in state and local government. This is accomplished through:

- o the administration of an effective merit personnel system which adheres to the basic, statutory merit principles;
- o the maintenance of accurate and responsive personnel records which address the needs of applicants, employees, appointing authorities, the legislature and the general public;
- o the provision of expanded services and assistance to enable local governments to exercise more control over local personnel administration and increase local government accountability as it relates to compliance with existing statutes.



Civil Service Hiring Process



BUREAU OF EXAMINATION

The Bureau of Examination is responsible for the administration of the civil service examination process, which includes the ordering, planning, scheduling and administration of examinations, the development and distribution of examination posters, exam scoring and the establishment and maintenance of eligible lists of qualified candidates to fill position vacancies. The Bureau is comprised of a Pre-examination Unit, a Post-examination Unit, and an Appeals Unit.

During the two-year reporting period, the Bureau participated in the design and development of the New Examination Program, culminating with the administration of the New Examination Program Pilot Examination on April 16, 1988.

As described in the "Merit System Administration Special Report," issued in 1987, the Bureau has addressed one of the major criticisms of the merit system concerning excessive time delays. To focus on improving the responsiveness of the system, the Bureau has developed and implemented an examination processing timetable.

Important milestones in this timetable include: mailing of examination results within 30 days of examination, establishing eligible lists within 60 days of examination and issuing certifications to appointing authorities within 90 days of the date of examination.

This so-called "30-60-90 program", coupled with enhancements to the automated examination processing routine, has resulted in significant improvements in the examination and processing cycle. For example, during calendar year 1987, the average number of days from examination date to the date when marks were sent was 48, and the average number of days from the examination date to the establishment of the eligible list was 75.

Major Accomplishments, FY'87 (July 1, 1986 to June 30, 1987):

- * A total of 298 state and municipal non-public safety examinations were held. These exams were taken by a total of 30,312 applicants and resulted in the establishment of 355 eligible lists. See the Table on Civil Service Examination Activity for additional information
- * A total of 236 Public Safety examinations were held, examining 7,292 applicants and resulting in 245 eligible lists.
- * Application fees received: \$207,155

Major Accomplishments, FY'88 (July 1, 1987 to June 30, 1988):

- * A total of 313 state and municipal non-public safety examinations were held. These exams were taken by a total of 15,795 applicants and resulted in the establishment of 236 eligible lists. See the table on Civil Service Examination Activity for additional information.
- * Five major entry level public safety examinations were held within a period of 8 months, involving 14,637 police applicants and 10,885 firefighter applicants. Scores for the police exam were mailed in 38 days and for the firefighter exam in 58 days. The other three examinations were: state police, 12,571 applications (held and processed as a courtesy to the state police, as they do not fall within Civil Service jurisdiction); motor vehicle inspector, 3,102 applications; and correction officer, 2,335 applications.
- * Application fees received: \$444,180.

SUMMARY OF CIVIL SERVICE EXAMINATION ACTIVITY FY'87
State Examinations

(July 1, 1986 to June 30, 1987)

	Public Safety	Non-Public Safety	Total
Examinations Scheduled	9	140	149
Applications Filed	5,193	31,244	36,437
Examinations Held	8	131	139
Applicants Examined	4,110	25,696	29,806
Examinations Scored	7	175	182
Applicants Notified	5,193	34,329	39,522
Eligible Lists Established	6	206	212
Eligible Candidates	3,821	22,083	25,904

SUMMARY OF CIVIL SERVICE EXAMINATION ACTIVITY FY'88
State Examinations

(July 1, 1987 to June 30, 1988)

	Public Safety	Non-Public Safety	Total
Examinations Scheduled	10	172	182
Applications Filed	33,473	14,499	47,972
Examinations Held	10	167	177
Applicants Examined	24,923	11,846	36,769
Examinations Scored	9	164	173
Applicants Notified	20,902	16,762	37,664
Eligible Lists Established	7	140	147
Eligible Candidates	2,283	9,364	11,647

SUMMARY OF CIVIL SERVICE EXAMINATION ACTIVITY FY'87

Municipal Examinations

(July 1, 1986 to June 30, 1987)

	Public Safety	Non-Public Safety	Total
Examinations Scheduled	240	158	398
Applications Filed	3,915	7,456	11,371
Examinations Held	228	148	376
Applicants Examined	3,182	4,616	7,798
Examinations Scored	334	158	492
Applicants Notified	4,973	7,281	12,254
Eligible Lists Established	239	149	388
Eligible Candidates	1,599	3,680	5,279

SUMMARY OF CIVIL SERVICE EXAMINATION ACTIVITY FY'88

Municipal Examinations

(July 1, 1987 to June 30, 1988)

	Public Safety	Non-Public Safety	Total
Examinations Scheduled	268	123	391
Applications Filed	14,691	3,617	18,308
Examinations Held	266	119	385
Applicants Examined	11,871	2,555	14,426
Examinations Scored	203	88	291
Applicants Notified	14,526	2,706	17,232
Eligible Lists Established	166	86	252
Eligible Candidates	9,773	2,101	11,874

BUREAU OF STATE SERVICES

The Bureau of State Services is the liaison between state agencies and the Department of Personnel Administration. The Bureau manages certain aspects of the merit system administration process for state agencies, which includes certification, appointment and promotion to civil service positions, maintenance of employee records, delegation and decentralization of merit system functions, and the various civil service personnel transactions affecting state agency employment.

During the two-year reporting period, the Bureau was actively involved in the Steering Committee which shaped the design and implementation of the New Examination Program. Specific Bureau activities within this initiative included the data system design of the three-tier certification process and the expansion of the selective certification process to include any bona fide job-related requirement, resulting in a better match of candidates to job vacancies.

The Bureau also worked closely with other DPA units to facilitate timely merit system processing. The Bureau's efforts resulted in 95% of certifications issued within 90 days of the exam date.

Major Accomplishments, FY'87 (July 1, 1986 to June 30, 1987):

- * See table on State Civil Service Activities
- * In conjunction with DPA Office of Systems Development staff and the Office of Management Information Services (OMIS), the Bureau designed an operational linkage between two major automated systems, PMIS (Personnel/Payroll Management Information System) and ELIPSYS (Examination and List Information Processing System). This interface will fully automate the civil service certification process for state positions and will enable agency appointing authorities to have input into the process. As a result, agency managers will be more fully informed about the availability of eligible lists and the status of civil service certifications.

Major Accomplishments, FY'88 (July 1, 1987 to June 30, 1988):

- * See table on State Civil Service Activities
- * Increased the number of civil service appointments (from provisional appointments) by 10%, by tripling the certification process and with the cooperation of state appointing authorities.
- * Restructured and re-formatted the civil service transaction audit journal, permitting more efficient monitoring and oversight functions. The development of this enhanced monitoring capacity, in conjunction with the PMIS/ELIPSYS interface, will enable DPA to expand the personnel delegation program to additional state agencies in the future.
- * Conducted training sessions and administrative briefings at the Secretariat and appointing authority level regarding the PMIS/ELIPSYS interface.
- * PMIS/ELIPSYS interface will be on-line in the near future.

SUMMARY OF STATE CIVIL SERVICE ACTIVITIES

Certification Functions Official and Labor Service

	FY'87	FY'88
Certifications Sent	4,732	5,180
Approved Appointments from Certifications	5,181	4,785
Applicants Notified for Employment	252,825	286,690
New Applicants Processed for Labor Service List	2,440	4,406

BUREAU OF LOCAL GOVERNMENT SERVICES

The Bureau of Local Government Services serves as the liaison between municipal or local community governments and the Department of Personnel Administration. The Bureau provides a wide range of merit system administration services to municipalities, including:

- o certification, review of appointments and promotions to all municipal civil service vacancies
- o maintenance of employee records
- o delegation and de-centralization of personnel functions
- o oversight of local administration of labor service functions
- o administration of municipal positions classification system
- o maintenance of civil service personnel transactions

The Bureau provides technical assistance to local government officials in the areas of:

- o establishment and maintenance of local personnel systems and procedures
- o development of procedural manuals and reference materials
- o provision of training programs on civil service processes

Major Accomplishments, FY'87 (July 1, 1986 to June 30, 1987):

- * Publications: as part of on-going technical assistance to communities and applicants, the Bureau published several manuals and directories. These materials, which were new or newly revised, helped to update and systematize the availability of information about municipal civil service procedures. The publications are:
 - o *Directory for Municipal Appointing Authorities*, a brief description of each of the bureaus and units within DPA. A DPA organizational chart and relevant phone numbers were included.
 - o *An Applicant's Handbook to Massachusetts Municipal Civil Service Employment Procedures*, a question-and-answer overview of the application process.
 - o *A Guide to Civil Service Personnel Transactions*, a quick reference guide explaining the variables affecting the most common types of civil service personnel transactions. A glossary of personnel and civil service terms was included.
 - o *Administrative Manual for the Delegation of Municipal Labor Service*, containing information and procedures regarding delegated labor service functions.
 - o *Selective Certification Procedures*, providing information about the types of selective certification that may be requested and the process for obtaining them.
- * Training programs: Bureau staff were involved in local seminars, meetings, and on-site technical assistance for appointing authorities, unions and professional organizations.

Major Accomplishments, FY'88 (July 1, 1987 to June 30, 1988):

- * Public Safety Seminars: Bureau staff conducted a series of sixteen seminars across the state, attended by 175 participants consisting of public safety appointing authorities, police and fire chiefs, and personnel directors. These seminar/workshops were jointly sponsored by DPA, the Civil Service

Commission, the Massachusetts Criminal Justice Training Council, and the Massachusetts Commission Against Discrimination.

Topics addressed included:

- o policy issues impacting the examination process
- o the medical process for public safety positions
- o appeals processes
- o a full-day, detailed review and discussion of the civil service appointment process, including an analysis of civil service rules, laws and applicable federal consent decrees.

- * Technical Assistance to Facilitate Exemption from Consent Decrees: Bureau staff worked with plaintiffs' counsel and provided information to communities to promote their understanding of what is required to reach parity and request exemption from federal consent decrees (*NAACP v. Beecher and Castro v. Beecher*). Approximately thirty communities have been exempted, which demonstrates the Bureau's success in providing necessary technical assistance.
- * Certification and Appointment Procedures Manual: the Bureau developed a set of detailed, step-by-step procedures for public safety appointing authorities covering the certification and appointment processes for entry level positions.
- * Records Conversion: microfilmed all municipal employee Civil Service records as part of the conversion to computer records.
- * Labor Service Training Seminar: conducted 2-day seminar for local Labor Service Directors and staff on delegated Labor Service functions, which was attended by 48 participants from 25 communities.
- * Revision of Munclass Manual: updated, revised and assembled the two-volume Munclass Manual, adding more than 200 new titles and their definitions to the Municipal Classification Plan for Massachusetts. Reprinted Book I, containing Labor, Maintenance, Trades and Crafts Occupations, and distributed to municipal Labor Service Directors and other municipal officers.

SUMMARY OF MUNICIPAL CIVIL SERVICE ACTIVITY FY'87
(July 1, 1986 to June 30, 1987)

NOTE: "O" = Open

"P" = Promotional

	Public Safety		Municipal (Non-Public Safety)		Delegated Cities ¹		Total	
	O	P	O	P	O	P	O	P
Vacancies	1588	598	2333	251	1558	481	5479	1330
Requisitions Received	316	475	1314	275	703	371	2333	1121
Certifications Issued	201	393	1126	87	506	298	1833	778
Appointments	1535	593	753	82	1354	476	3642	1151
PAR. 10 Requisitions²	6	0	8	0	0	0	14	0
Selective Certification Requisitions³	23	0	5	0	2	0	30	0

1. Delegated Cities: Attleboro, Methuen, New Bedford, Pittsfield, Springfield, Worcester, Boston Department of Public Works. Under Chapter 31 Section 5(L) and Personnel Administration Rules .20 and .22, certain Civil Service functions are delegated to municipalities by the Personnel Administrator, subject to DPA review.
2. PAR. 10 is an Affirmative Action provision allowing special certification of members of protected classes (minority or female).
3. Selective Certification is a procedure for certifying candidates with special qualifications, such as EMT qualifications or bilingual ability, or for instances in which a particular gender is essential for privacy or other job-related reasons.

SUMMARY OF MUNICIPAL CIVIL SERVICE ACTIVITY FY'88
(July 1, 1987 to June 30, 1988)

NOTE: "O" = Open

"P" = Promotional

	Public Safety		Municipal (Non-Public Safety)		Delegated Cities ¹		Total	
	O	P	O	P	O	P	O	P
Vacancies	510	366	1983	224	959	360	3452	890
Requisitions Received	298	463	1590	254	569	276	2457	993
Certifications Issued	292	284	919	72	463	208	1674	564
Appointments	510	363	450	85	764	332	1724	780
PAR. 10 Requisitions²	11	0	21	0	0	0	32	0
Selective Certification Requisitions³	19	0	4	0	0	0	23	0

1. Delegated Cities: Attleboro, Methuen, New Bedford, Pittsfield, Springfield, Worcester, Boston Department of Public Works. Under Chapter 31 Section 5(L) and Personnel Administration Rules .20 and .22, certain Civil Service functions are delegated to municipalities by the Personnel Administrator, subject to DPA review.
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